

CABHA POSITION DESCRIPTIONS

Medical Director

As provider qualifications are modified to enhance the clinical oversight in NC's behavioral health system through the development of CABHAs, the role of the medical director in these new agencies should be clear. Medical Directors who serve in a 100% full-time (750 or more service recipients), 50% part-time (749 or less service recipients), or 20 % part-time (375 or less service recipients) have responsibility for the medical and clinical oversight of the entire agency. In performing this role, the Medical Director and the entire designated clinical team are expected to work closely together to support the overall clinical vision of the agency.

It is expected the Medical Director will be engaged with the clinical team and active in the development of the clinical oversight of programs, the quality of care initiatives, and the direct supervision of complex cases. The medical director will be responsible for a review of the clinical provision of services for appropriate referral patterns within and outside of the agency; for the implementation of evidenced based and best practice models of care; and for overall supervision of all clinical services. The medical director is also responsible for the development of collaborative relationships between his/her agency and the primary care providers of the individuals the agency serves, such that a plan of care for both health and MH/SA challenges are integrated to the fullest extent possible. The Medical Director will also interact and collaborate with the Medical Director of the Local Management Entity (LME) in whose catchment area(s) the CABHA operates around issues related to individuals and the local system of care.

Medical Director Qualifications

- Two or more years of training and experience diagnosing, treating and evaluating the effectiveness of treatment of the population to be served by the provider agency (children or adults with mental illness or substance abuse disorders).
- The two or more years of training and experience shall include face to face treatment and interventions as demonstrated by a caseload of individuals with primary mental health or substance abuse disorder diagnoses, and the purpose of the treatment by the physician is related to the mental health or substance abuse diagnosis (experience attesting to the medical necessity of mental health and substance abuse services does not constitute direct service).
- Enrolled and in good standing with NC Medicaid.

The Medical Director shall meet the following specifications:

- A Board certified/eligible psychiatrist (MD or DO) licensed in NC; or
- A Board certified/eligible physician licensed in NC who has ASAM/ABAM certification
- With specific approval of the Secretary of DHHS on an individual basis, a physician (MD/DO licensed in NC) who is board certified/eligible in
 - General Family Practice,
 - Internal Medicine, or
 - Pediatrics, and
 - Who has two or more years of direct service experience diagnosing, treating, and evaluating the effectiveness of treatment of the population to be served by the CABHA,
 - Direct service means face-to-face treatment and interventions as demonstrated by a caseload with individuals with a primary mental health or substance abuse disorder diagnosis and the purpose of the treatment by the physician is related to those diagnoses.
 - Experience attesting to the medical necessity of mental health and substance abuse services does not constitute direct service.
 - Consideration will also be given to physicians with these credentials who have received additional training or certification related to treating the populations to be served and those

who have prior experience as a medical director for a mental health and/or substance abuse provider organization

The Medical Director shall be either a 100% full time equivalent (FTE), 50% employee (20 hours a week) or a 20% employee (eight hours a week), employed or under contract depending on the number of individuals served by the CABHA and the number of individuals physically located at the CABHA certified site. Agencies serving 750 or more people must have a 100% FTE Medical Director. Agencies serving 749 or fewer people may operate with a 50% Medical Director. Agencies serving 375 or fewer consumers may operate with a 20% (eight hours a week) Medical Director.

- The number of individuals served is based on the most recent quarter for which complete claims data is available.
- For initial CABHA certification, the number is based on the three month period preceding the Verification Review.
- One hundred percent FTE equals 40 hours per week. Fifty percent employee works 20 hours per week. Twenty percent employee works eight hours per week. CABHAs required to have a 100% FTE Medical Director may meet this requirement with no more than two physicians.
- CABHAs required to have a 50% Medical Director must allocate this function to one physician.
- CABHAs required to have an eight hour a week Medical Director must allocate this function to one physician and no portion of the eight hours may be spent on direct, billable service.
 - The eight hours may be served in a single day or on multiple days throughout the week.
 - Medication management is one of the core services that the CABHA must provide.
 - The Medical Director must ensure that consumers the agency serves have access to medication management and direct physician services, but those services may be provided by physicians other than the Medical Director.
- The CABHA shall immediately notify the Department of a vacant Medical Director position.
 - The loss of the Medical Director position for more than 90 days will require a review of the agency's CABHA certification;
 - The loss of this position for 180 days will result in losing CABHA certification.
 - If a candidate for the vacancy is a physician who is not a board certified/eligible psychiatrist or ASAM/ABAM certified, the CABHA must follow the exception process found in Section VI of this policy without exceeding the 180 day limit.

Medical Director Roles and Responsibilities

Specific roles that relate to the medical director are outlined and further clarified below:

- Provide oversight of the medical and clinical services in the CABHA
 - Ensure that services are delivered in a clinically appropriate manner and care provided is in compliance with North Carolina Medical Board guidelines
 - Evaluate the effectiveness of the program through reviews and evaluation of personal outcomes
 - Maintain a strong leadership role in the development of program Quality Management/ Quality Management activities
 - Coordinate clinical team meetings with the Clinical Director, and others as appropriate, such as Service Managers and Team Leaders for sharing information and input about clinical issues affecting the program
 - Provide leadership to other physicians who may be serving the CABHA in other sites
 - Provide on-site leadership in the agency through a physical presence in the agency, and frequent access to other sites, if applicable, through the use of telepsychiatry, videoconferencing, and audio connections
- Direct the clinical care of the agency

- Assure that the treatments delivered are current, appropriate, and follow accepted guidelines and community standards, and are not experimental in nature
- Identify models of care for the population served that are evidence based or demonstrate a best practice model
- Participate in staffing of complex or high risk individuals with program staff
- Review all agency critical incidents and assume primary responsibility in death reviews with all reporting responsibilities to appropriate local and state agencies
- Ensure an integration of care approach for individuals with psychiatric illnesses is the accepted standard of clinical care.
 - Ensure quality, comprehensive psychiatric evaluations and assessments are completed in a timely manner
 - Facilitate linkage with individuals' primary care physicians
 - Facilitate linkages with other providers for appropriate services not provided by the CABHA agency.

Assuming all of these roles and responsibilities are fulfilled appropriately, the medical director may provide direct services for up to 24 hours for a full time director and 12 hours for a half time director of the agency (20% medical directors may not provide direct services). For those agencies required to have a full time Medical Director and who fill this position with a psychiatrist or ASAM or ABAM certified physician—the Medical Director and Clinical Director functions may be performed by the same individual. **However, an individual who serves as both Medical Director and Clinical Director may not provide direct services.**

Additional Requirements for Medical Coverage and the Medical Director Position

CABHAs must ensure that individuals served in any location have access to medication management services. CABHAs serving 750 or more people at any site other than the CABHA certification site must designate a Lead Physician for that site.

The Lead Physician must:

- Meet same qualifications as the Medical Director;
- Provide management and oversight of the outlying service site; and
- Be directly supervised by the CABHA Medical Director.

Clinical Director (1 FTE)

The Clinical Director is a master's level licensed professional with experience in the provision of clinical oversight for the services provided by the CABHA. The Clinical Director provides consultation and, directly or indirectly, clinical supervision of non-medical clinical staff. This position may be shared by no more than two individuals.

Clinical Director Qualifications

- Master's level licensed professional (individuals with provisional licenses may not serve as the Clinical Director) in one of the following licensed discipline categories:
 - NC Licensed Clinical Social Worker
 - NC Licensed Psychologist (Doctorate Level)
 - NC Licensed Psychological Associate
 - NC Licensed Professional Counselor
 - NC Licensed Marriage and Family Therapist
 - Mastered Degree NC Licensed Nurse – advanced practice only (NP, PNP)
 - NC Licensed Clinical Addiction Specialist
 - Certified Clinical Supervisor

- Two or more years of experience in diagnosing, treating and evaluating the effectiveness of treatment of the population to be served by the agency (children or adults with mental health or substance abuse disorders).
- Two or more years of full time, direct service experience to include face to face treatment and interventions as demonstrated by having provided services for a caseload of individuals with a primary mental health or substance abuse disorder diagnosis. The treatment and interventions that were provided shall relate to the mental health or substance abuse diagnosis of the individuals served.

Clinical Director Roles and Responsibilities

- Provides oversight and consultative supervision of all non-medical direct care staff, including both administrative and clinical supervision within the CABHA.
- Directly supervises all agency clinicians or coordinates supervision via additional clinical supervisor(s), who also meet minimum supervisory requirements and assists the agency with the establishment of practice guidelines
- Designs and supports implementation of treatment protocols employed in service delivery
- Ensures appropriate assessments for individuals served
- Identifies and implements, as appropriate, best practice protocols
- Reviews fidelity to service models and service quality
- Provides input and approval of staff training modules; provides training
- Identifies and monitors operational, service, and personal outcomes
- Ensures continuity of care through the development of strong collaborative relationships with other agencies, providers and policy makers
- Collaborates with Medical Director, QM Director, and key clinical staff to assure that
- clinical expertise is available at all levels of the organization
- With the Training Director, develops plans and protocols for new clinical and program staff training and supervision
- Collaborate with the LME Clinical Director around individual recipient issues and the system of care in the catchment area.

Additional Requirements for the Clinical Director FTE Position

- This position may be filled by the Medical Director when that person is a full time employee or contract employee and a board certified/board eligible Psychiatrist licensed in NC or an ASAM/ABAM board certified/board eligible physician licensed in North Carolina.
- A Medical Director approved through the Department's exception process may not serve as the Clinical Director.
- The full time Clinical Director is an administrative position which does not engage in the delivery of direct, billable services to individuals.
- When the Clinical Director FTE position is filled by two staff, these Clinical Directors shall each work 20 hours per week.
- When the Clinical Director FTE position is filled by two staff, these Clinical Directors may be employed and provide direct, billable services beyond the 20 hours per week they operate as the Clinical Director.

Quality Management/Training Director (1 FTE)

CABHAs are required to have a 50% time Quality Management Director and a 50% time Training Director. These positions can be filled by the same person or by no more than two individuals. This section will address the qualifications for this position(s) together and the roles and responsibilities separately.

Quality Management Director/Training Director Qualifications

- Bachelors Degree and three years experience using data to support the development of quality services, or
- Masters Degree and one year of experience using data to support the development of quality services.
- The CABHA must demonstrate that the individuals in this position have evidence of both quality management and training experience

Quality Management/Training Director Roles and Responsibilities

The QM Director is responsible for quality assurance and quality improvement across the entire agency. While this is a leadership position, all staff persons within the agency are expected to participate in activities to ensure the quality and ongoing improvement of services provided by the agency.

The QM Director is responsible for developing and implementing the agency's quality management system, including both its internal quality assurance and improvement activities. As an active member of the agency's executive team, the QM director is expected to provide leadership in developing the agency's annual quality improvement plan and ensuring the effective implementation of policies and procedures for credentialing and supervision of staff, monitoring of services, assurance of the safety of individuals served and effective outcomes, review of adverse events and identification of improvement opportunities. The QM director is expected to take a leadership role in ensuring that the agency regularly uses input of staff and service recipients and aggregate data to identify issues and opportunities for improvement and to support decisions about individuals' care and the agency's direction. The QM director is also responsible for the development of collaborative relationships between the agency and LMEs in which the agency provides services through involvement in their communities' quality management initiatives.

Specific roles and responsibilities of the QM Director are outlined below:

- Developing, revising and implementing the agency's annual quality improvement/quality assurance plan
- Ensuring development of a culture of improvement across the entire agency with continuous staff involvement
- Providing leadership and staffing for the quality management committee to review agency performance, adverse events, quality of care and personal outcomes
- Ensuring compliance with all documentation, staff qualifications, and other state, federal and accrediting body requirements for the services being delivered.
- Overseeing the staff credentialing process
- Ensuring the agency's compliance with accreditation standards and leading reaccreditation activities
- Ensuring compliance with all reporting requirements of local and state agencies
- Identifying a standardized method for measuring and reporting personal outcome measures for individual's served by the agency. Uses personal outcomes, staff and feedback from individuals served, and other performance measures to drive agency decisions.

Training Director

The Training Director is a leadership position responsible for ensuring across the entire agency that the content of training and education offerings is relevant to contemporary practice and teaching methods are

effective in changing the actual practice patterns of the workers being trained. The Director ensures there is enough access to training and education opportunities, especially in rural areas and for culturally diverse populations. Training records show that staff has the competencies to deliver integrated behavioral health care, emphasizing evidence-based practice, best practice and quality improvement approaches and that supervisors have competencies to mentor staff in these practices.

Training Director Roles and Responsibilities

The Training Director is responsible for an annual strategic training plan that:

- Reflects the agency's vision, mission and guiding principles
- Includes goals/objectives, methods, budget and expected outcomes for the agency
- Indicate that evidence-based training methods will be utilized
- Identify instructional training system design and development principles.
- Indicates the use of technology to increase access to and the effectiveness of training.
- Identifies implementation strategies to support and sustain the use of clinical skills in supported the continuum of care within the agency

Additional Requirements for the Training Director

- Assess organizational, departmental, and service needs.
- Plan, organize and direct a wide range of training activities
- Conduct orientation sessions and arrange on-the-job training for new employees
- Assure the application of effective training principles.
- Supervisory training to improve interpersonal skills in order to deal effectively with employees
- Set up individualized training plans to strengthen an employee's existing skills or teach new ones.
- Training for leadership or executive development
- Planning and program development to identify and assess training needs within the agency
- Periodically evaluate training effective (i.e. through use of surveys, conferences with managers and supervisors, etc.)